Introduction to Army Leadership
Part 1 of 3
Introduction to Army Leadership

Part 1
- Overview
- Definitions
- Levels of LD RS
- ADP 6-22
- BE-KNOW-DO
- ALRM
- CC LDP

Part 2
- CC LDP
- Attributes
  - Character
  - Presence
  - Intellect

Part 3
- CC LDP
- Competencies
  - Lead
  - Develop
  - Achieve
In YOUR words, what is LEADERSHIP?
Creating your Akron Experience

Leadership

If you want to be a successful leader at Akron, you can hold a leadership position on an executive board or committee, student organization, or team.

- Do you aspire to develop, learn, and participate in leadership and team building opportunities?
- If you want to be successful personally and professionally as a leader......
- Achieving your goals means learning how to be an effective leader and team player.
- 71% of employers are looking for team players.
- Will you be in demand at graduation? Over 75% of hiring employers want students to have leadership, teamwork, and communication skills.
Class Objectives

• Define Leadership according to Army Doctrine Publication (ADP) 6-22, Army Leadership

• Identify the three levels of Army Leadership: direct, organizational, and strategic

• Understand the Army Leadership Requirements Model

• Identify “Be, Know, and Do” as the pillars of the Army Leadership Requirements Model

• Define “Be, Know, and Do” within the context of Army Leadership Doctrine

• Relate “Be, Know, and Do” to the Cadet Command Leadership Development Program
Leadership – What is it?

“Leadership is the process of **influencing people** by providing **purpose**, **direction**, and **motivation** to accomplish the mission and improving the organization.”

An **Army leader**...is anyone who by virtue of assumed role or assigned responsibility **inspires and influences** people to **accomplish** organizational goals. Army leaders **motivate** people both inside and outside the chain of command to pursue actions, **focus thinking**, and **shape decisions** for the greater good of the organization.
ADP 6-22 Army Leadership

Influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

The Leadership Requirements Model establishes what leaders need to be, know and do. A core set of requirements informs leaders about expectations.

**Attributes**

- **Character**
  - Army Values
  - Empathy
  - Warrior Ethos / Service Ethos
  - Discipline

- **Presence**
  - Military and professional bearing
  - Fitness
  - Confidence
  - Resilience

- **Intellect**
  - Mental agility
  - Sound judgment
  - Innovation
  - Interpersonal tact
  - Expertise

**Leads**
- Leads others
- Builds trust
- Extends influence beyond the chain of command
- Leads by example
- Communicates

**Develops**
- Creates a positive environment
- Fosters esprit de corps
- Prepares self
- Develops others
- Stewards the profession

**ACHIEVES**
- Gets results

**Competencies**

- Oath to Constitution
- Subordinate to law & civilian authority
- Combat Power: Unifier and Multiplier
- Influence: Commitment, Compliance and Resistance
- Positive and harmful forms of leadership

**Outcomes**
- Secured U.S. interests
- Mission success
- Sound decisions
- Expertly led organizations
- Stewardship of resources
- Stronger families
- Fit units
- Healthy climates
- Engaged Soldiers & Civilians

**Levels of Leadership**
- Direct: Refine ability to apply competencies at a proficient level
- Organizational: Apply competencies to increasingly complex situations
- Strategic: Shape the military through change over extended time

**Special Conditions of Leadership**
- Formal: designated by rank or position, command is an example
- Informal: take initiative and apply special expertise when appropriate
- Collective: synergistic effects achieved with multiple leaders aligned by purpose
- Situational: actions adjusted to complex and uncertain environments
3 Levels of Army Leadership

• **Strategic**
  Strategic leaders include military and Army civilian leaders at the major command through Department of Defense (DOD) levels.

• **Organizational**
  Organizational leaders lead and influence several hundred to several thousand people. They usually do this through several levels of leaders and subordinates and are assisted by staffs.

• **Direct**
  Face to face, first line leadership. Takes place in organizations where subordinates are used to seeing their leaders all the time.
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**Dean of the College**

**College Professor**
3 Levels of Army Leadership

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  Face-to-face, first line leadership. Takes place in organizations where subordinates are used to seeing their leaders all the time.
The Basis of Leadership

1. All Army team members, Soldiers and civilians, must have a basis of understanding for what leadership is and does – which is deeply-rooted in values, the Warrior Ethos, and professional competence.

2. National and Army values influence the leader’s character and professional development, instilling a desire to acquire the essential knowledge to lead. Leaders apply this knowledge within a spectrum of established competencies to achieve successful mission accomplishment.

3. The roles and functions of Army leaders apply to the three interconnected levels of leadership: direct, organizational, and strategic. Within these levels of leadership, cohesive teams can achieve collective excellence when leadership levels interact effectively.
The Army uses the shorthand expression of **BE-KNOW-DO** to concentrate on key factors of leadership. What leaders **DO** emerges from who they are (**BE**) and what they **KNOW**. Leaders are prepared throughout their lifetimes with respect to BE-KNOW-DO so they will be able to act at a moment’s notice and provide leadership for whatever challenge they may face.

ADP 6-22 describes the **character attributes** and **core competencies** required of contemporary leaders.

- Character is based on the attributes central to a leader’s make-up.
- Competence comes from how character combines with knowledge, skills, and behaviors to result in leadership.
The **Be, Know, Do** Leadership Philosophy

**BE:** Who You Are --- A Leader of Character and a Leader of Presence.

Character defines who you are as a leader. It is how you demonstrate your values. Who you are is not something you can turn on and off. It is 24 hours per day and 7 days a week on and off duty, regardless of who might be watching.

**KNOW:** Skills You Have Mastered --- A Leader With Intellectual Capacity.

Competence in your field --- This is accomplished by gaining knowledge and mastering appropriate skills. This takes self-motivation. You have to WANT to learn.

**DO:** How You Carry out Your Decisions --- Leads, Develops, and Achieves.

A Leader’s actions are observable and will be how he/she is ultimately evaluated and will determine his/her effectiveness as a leader. Leadership takes place in action. What you DO is every bit as important as the BE and KNOW aspects of the Army Leadership Philosophy.
ALRM conveys the expectations that the Army wants leaders to meet.
Cadet Command

Leadership Development Program
**LEADERSHIP ASSESSMENT REPORT**

**PART I - Attributes (what a leader is):** Characteristics that are an inherent part of an individual's total core, physical, and intellectual aspects. Attributes shape how one behaves.

<table>
<thead>
<tr>
<th>ARMY VALUES</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loyal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Duty</td>
<td></td>
<td></td>
</tr>
<tr>
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</tr>
<tr>
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<td></td>
<td></td>
</tr>
<tr>
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<td></td>
<td></td>
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</tbody>
</table>

**PART II - Core Leader Competencies (what a leader does):** Works to lead others, develops themselves, their subordinates and organizations to achieve mission accomplishment.

<table>
<thead>
<tr>
<th>LEADS</th>
<th>ESN</th>
<th>EI</th>
<th>CoC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develops</td>
<td>ESN</td>
<td>PS</td>
<td>Do</td>
</tr>
<tr>
<td>Achieves</td>
<td>ESN</td>
<td>PS</td>
<td>Do</td>
</tr>
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**CADET COMMAND REG 145-3**

**REQUIREMENTS CONTROL SYMBOL ATCC-122**

**WARRIOR ETHOS:** I will always place the mission first; I will never accept defeat; I will never quit; I will never leave a fallen comrade.
# Leadership Assessment Report

## Part I - Attributes (what a leader is): Attributes that are an inherent part of an individual's total core, physical, and intellectual aspects. Attributes shape how one behaves.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Definition</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loyalty</td>
<td>Bears true faith and allegiance to the U.S. Constitution, the Army, the Unit and other Soldiers</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Duty</td>
<td>Fulfills professional, legal, and moral obligations</td>
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<td>Respect</td>
<td>Treats others as they should be treated, promotes dignity, consideration, &amp; fairness</td>
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<td>Places welfare of others and Army before self</td>
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<td>Empathy</td>
<td>The ability to see something from another person's point of view, to identify with and enter into another person's feelings and emotions</td>
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<td>Warrior Ethos</td>
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<table>
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<th>Definition</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leads Others</td>
<td>Uses indirect means to influence others outside normal chain of command involves diplomacy, negotiation, understanding, conflict resolution and mediation</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Leads by Example</td>
<td>Clearly expresses ideas, allows others to understand, actively listens to others, and provides effective communication techniques</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Creates a Positive Environment</td>
<td>Creates a positive and ethical environment</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Prepares Self</td>
<td>Self-study, self-development and becoming multi-skilled; ensures they are prepared to lead</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Develops Others</td>
<td>Encourages and supports others to grow as individuals and teams; prepares others for success; makes the organization more effective</td>
<td>✔️</td>
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**BE**
The University of Akron
Army ROTC
The 42nd Ohio Volunteer Battalion
Spring Semester, 2014

Blue Card (Front)

<table>
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</table>

| **1. Character:** A person's moral and ethical qualities which give a leader motivation to do what is appropriate regardless of circumstances or consequences. |
| **ARMY VALUES (Comments mandatory in Part III for all "NO" entries):** |
| **Characters** | **Yes** | **No** |
| Loyalty | 1.4 | 1.5 |
| Duty | 1.5 | 1.6 |
| Respect | 1.6 | 1.7 |
| Selfless Service | 1.7 | 1.8 |
| Empathy | 1.8 | 1.9 |
| | | |
| **2. Presence:** The impression that a leader makes on others, which contributes to their success in leading them, the image that a leader projects, how others perceive a leader (outward appearance, demeanor, words, and actions). |
| **MB** | **CF** | **Military Bearing** | **ESN** | **PF** |
| Projects a commanding presence | Projects self-confidence |
| | |
| **3. Intellectual Capacity:** The ability to draw on the mental tendencies and resources that shape a leader's conceptual abilities and impact of effectiveness, which then are applied to one's duties and responsibilities. |
| **MA** | **SJ** | **Sound Judgment** | **ESN** | **IN** |
| Mental Agility | Sound Judgment |
| | |
| **4. Physically Fit** |
| Resilient |
| | |
| **5. Personal Courage:** Shows a tendency to recover quickly from setbacks, shock, adversity, stress or pain. |
| | |

| **PART II - Core Leader Competencies (what a leader does):** Works to lead others, develops themselves, their subordinates, and organizations to achieve mission accomplishment. |
| **1. Leads** |
| **Leads Others** |
| **Motivates, inspires, and influences others to take initiative to work toward a common purpose, to accomplish critical tasks, and to achieve unit objectives.** |
| **Leads by Example** |
| **Provides the example to others; serves as a role model; maintains high standards in all aspects of behavior and character.** |
| **2. Develops** |
| **Takes actions to foster teamwork; encourage initiative, and to accept personal responsibility, while demonstrating care.** |
| **3. Achieves** |
| **Sets objectives and focuses on mission accomplishment.** |
| **4. Gets Results** |
| **Structuring what needs to be done so results are consistently produced; develops and executing plans while providing direction, guidance, and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment.** |
# Leadership Assessment Report

## PART I - Attributes (what a leader *is*): Characteristics that are an inherent part of an individual's total core, physical, and intellectual aspects. Attributes shape how one behaves.

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**Warrior Ethos:** I will always place the mission first; I will never accept defeat; I will never quit; I will never leave a fallen comrade.

## PART II - Core Leader Competencies (what a leader *does*):

### 1. Leads

- **Leaders:**
  - Motivates, inspires, and influences others to take initiative, to work toward a common purpose, to accomplish critical tasks and to achieve unit objectives.
  - Leads by Example:
    - Provides the example: serves as a role model: maintains high standards in all aspects of behavior and character.

### 2. Develops

- **Develops Others:**
  - Encourages and supports others to grow as individuals and teams; prepares others for success; makes the organization more successful.

### 3. Achieves

- **Achieves:**
  - Sets objectives and focuses on mission accomplishment.

---

**DO**
LEADERSHIP ASSESSMENT REPORT

PART III - RECORD OF OBSERVATIONS AND COUNSELING

a. SUMMARY OF OBSERVATION: Summarize most significant observed leadership behaviors. Use sufficient detail to support summary ratings in Parts I and II. Use continuation card if necessary.

<table>
<thead>
<tr>
<th>SUSTAIN:</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMPROVE:</td>
</tr>
</tbody>
</table>

b. COUNSELING: Comment on at least 1 “SUSTAIN” and 1 “IMPROVE” attribute and/or core leader competency as identified in Part I and II. (“IMPROVE” comments are required for each “N” entry in Part I and II). Not required for Spot Report.

<table>
<thead>
<tr>
<th>PART IV – OVERALL NET ASSESSMENT (Circle one)</th>
</tr>
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<tbody>
<tr>
<td>E</td>
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</table>

RATED CADET NAME

RATED CADET SIGNATURE

UNIT

DUTY POSITION (Location if Spot Report)

DATE

ASSESSOR NAME / INITIALS

NOTE: Signature indicated that counseling was administered as reflected in Part III above, and does not imply agreement with ratings.

COT CMD FORM 158-4A-R Jul 09 - REPLACES ALL PREVIOUS VERSIONS
Practical Exercise

• Pair up with a battle-buddy.
• Look at the front side of a Leadership Assessment Report (Blue Card).
• With respect to BE, KNOW, DO, review the character attributes and core competencies and decide 2-3 specific areas that you and your battle-buddy want to improve this semester and why.
• Be prepared to share your findings with the class.
A Final Thought

It takes personal courage to take the initiative to *make something happen* rather than standing by or withdrawing and *hoping* events will turn out well.
Next Class

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- Definitions
- Levels of LDRS
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Be Safe. Be Smart. Be Legal.
Stay Focused on YOUR Goals.

Are **YOU** committed?

Are **YOU** ... **ALL IN**?